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ABSTRACT

Rural areas of the world share many common problems, such as a lack of diverse educational and economic development opportunities. This paper argues that only when rural areas develop strong partnerships among organizations with diverse strengths, and these organizations bring some measure of power to these partnerships, will these rural areas be able to compete with urban areas. The author describes the Rural Community College Initiative (RCCI) at New Mexico State University at Carlsbad, funded by the Ford Foundation. RCCI expired in June 2002, but the RCCI team incubated Community Vision in order to continue the work of RCCI. The Community Vision Board has determined that its value to the community is as a facilitator for grassroots democracy to identify quality of life issues in a process they call The Visioning Virus. The Vision project offers leadership from a supporting position, thus allowing community groups to create their own community development programs. Groups of people working on goals set during the Visioning process are the primary measure of Community Vision success. During the initial Visioning process, there were over 1,000 community goals adopted. More than 2,000 citizens voted on the goals, and the top 30 were selected for research and/or implementation by a team of volunteers. Charts delineating goal statements, number of votes per statement, and state of progress per goal are appended. (Author/NB)

ED 471 793

The Visioning Virus History

Carolyn Banks

September 2002

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

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Community Vision is a 501-c-3 corporation approved by the IRS on August 23, 2002 (#17053161016032). We formed the corporation to continue the successful program for economic and educational development funded by the Ford Foundation. This program is called the Rural Community College Initiative and Ford provided funding to New Mexico State University at Carlsbad (NMSU-C) for the program. RCCI will continue their program with new colleges during 2003, using what they have learned to date. NMSU-C received $275,000 over a 5-year timeframe for the initiative to provide leadership training, travel expenses, materials, and personnel. This funding was also used to match Title V federal program funding because NMSU-C is a Hispanic-serving institution and we have one area of severe poverty in our city.

The program web site is on the NMSU-Carlsbad web page at www.cavern.nmsu.edu/rcci.

Community Vision History

Rural areas of the world share many common problems, such as the lack of diverse educational and economic development opportunities. Only when these rural areas develop strong partnerships between organizations with diverse strengths, and these organizations bring some measure of power with them to these partnerships, will these rural areas be able to compete with more urban areas. We now know that strengthening the relationships of our citizens with their leaders; supporting the efforts of the leaders in our community when those efforts can be linked to the goals set by our citizens; and thereby building trust between those leaders and the citizens is necessary to support these partnerships. We also know that economic development will naturally follow community development.

Beginning in January 1998, New Mexico State University at Carlsbad was included in a program for educational access and community development in rural areas where community colleges were located. The Ford Foundation provided funding and technical assistance was provided by MDC, Inc. The RCCI program began with a pilot project developed by five rural colleges and eventually expanded to a total of twenty-five rural community colleges in the United States, Canada, and Africa.

The funding provided by the Ford Foundation facilitated the RCCI program in Carlsbad until December 31, 2001; they then extended the remaining funding until June 2002. The RCCI colleges formed the Rural Community College Alliance (RCCA) and many of the colleges who received funding through RCCI joined this alliance. The strategy of the alliance is to continue the networking efforts of RCCI and further develop state and national programs focused on enhancing the effectiveness of rural colleges in expanding educational access and community development in rural areas. In addition, three regional rural development organizations were formed to continue the RCCI program, with one in Utah being the closest to Carlsbad, which realistically will probably not be of significant value to our region because of the difference in our demographics and the distance involved.

In Carlsbad New Mexico, the RCCI funding was partially used to promote an economic summit of area leaders in Carlsbad and Eddy County. The RCCI Core Team developed this summit and other several other RCCI colleges used this tool. Some of the leaders were supportive of the

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program, but others just thought it was another "here today and gone tomorrow" effort with no valid sustainability. One of their problems with it was the question, "Who will continue the work after the Ford money is gone?"

Several of the RCCI volunteers decided we needed something else in Carlsbad. We had significant money left in the program, so we developed an innovative grassroots Visioning process, which was first used in September 2000. To continue the work, the RCCI team incubated Community Vision, a 501-c-3 corporation.

Carlsbad Community Vision was formed in May 2001 with an Interim Board. This Board worked diligently to develop a strategy for community development, which had to be acceptable to the community, timely, and viable. Part of this strategy was to shorten our name to simply Community Vision in order to expand our program into a regional initiative. We amended our By Laws and Articles of Incorporation and changed our legal name to reflect our new focus. Vision had its first Annual Meeting on April 2, 2002. We elected 17 Directors to the Board and elected our officers. We received federal approval of our status in August 2002.

During the development of Vision's long-term strategy, we realized we needed to have the support of our local stakeholders before expanding our program to all of Eddy County, then into our entire region. After three years of developing a system for community involvement, plus the recent City elections, the Community Vision Board of Directors now has the support of many elected officials and the citizens of the community.

Many of the local politicians and appointed leaders were at first negative about the entire RCCI program. This negativity has been significantly reduced by the successful completion and progress of many of the goals. In addition, our citizens have learned that other people in the community share their desires for community development, giving our citizens and groups of citizens the empowerment of shared values and goals. They also developed ownership of goals they suggested and/or supported.

The Community Vision Board has determined that our true value to our community is as a facilitator for grassroots democracy to identify quality of life issues in a process we call "The Visioning Virus". The community, mostly as volunteers, worked to implement many of the favorite goal statements identified through the shared issues in our previous visioning process. We also realize that the resultant civic involvement in our community is helping us to help ourselves develop our rural community. Before the RCCI program, our citizens really didn't know how effective they could be if they got involved with other people in completing the issues they helped to identify for community development.

Regional partnerships have already begun taking shape with a recently completed Comprehensive Plan for Water Development in the Pecos Valley; a regional alliance within the Education Implementing Team; and with a new committee formed for developing Transportation partnerships in the region. An area partnership of churches has also begun work on providing transitional living quarters for families without housing.

Our Strategy

The Community Vision Board has decided not to take credit for any of the successful completion of goals statements developed by the community, voted on by them, and completed by volunteers and others in the community. All the successes are the result of one or more groups of people in the community working together toward a common goal.

The Board also learned that our true value to the community is leadership from a supporting position and a being a think tank for quality of life issues and community development.

We have learned that successful completion of goals set by the community is a valid measure of successful community partnerships. Groups of people working on goals set during our Visioning process are the primary measure of Community Vision success. Some of the Vision goals have been completed, some were researched and found impossible to implement by the teams, and others are now in the process of being implemented. Other groups in the area implemented some of the other Vision goals.

In addition, groups are beginning to develop their own programs of community development. The Southeast New Mexico Community Action Corporation, for instance, is bringing 400 students from other states and Canada to Carlsbad next June to assist the elderly and disabled with home repairs. The teenagers are paying their own expenses and will be housed in the Loving High School. The SNMCAC saw a need and decided it was their responsibility to develop a way to meet that need in the community.

The future visioning programs will use the lessons learned from the first process to guide the proposals for goals into the more viable opportunities. The first process by necessity required the leadership group to validate all suggestions for goals because of the negative climate caused by other local leadership.

We are now ready to begin another Visioning program in Carlsbad and introduce the process to Artesia, the second largest city in Eddy County. We will continue to expand our program to include all of Eddy County, and then introduce it into Lea and Colfax Counties within the next three years. We will also expand the program into adjoining counties in Western Texas hopefully within the next five years. To expand and develop our civic involvement process and our educational access program, we need additional funding for a director, support staff, leadership training, travel, and materials.

We believe this process will be fairly simple to replicate and fits with the culture of our Southwestern citizenry and leadership. It promotes the democratic process and encourages cooperation between governing entities and their constituents.

Several of our Board members are also members of an Educational Committee promoted and supported by our mayor. This group is working to build a consortium for rural educational opportunities in our region. This program has already developed four new Bachelors degree programs and three Masters degree programs. The consortium also needs financial and personnel support to continue their efforts and will share these with the civic involvement program. As other educational opportunities present themselves, the Committee will need flexibility to pursue these opportunities.

In addition, we will continue to provide support to other non-profit organizations as needed. For instance, we provide assistance in completing the necessary paper work for non-profit status.

"The Visioning Virus" Project

Our visioning process was patterned after a grassroots goal-setting activity done in Chattanooga Tennessee many years ago. However, ours was more inclusive, diverse, and innovative because they selected only a limited number of goals and ours was much broader in scope. We also attempted to engage groups of people from mothers on welfare to members of Rotary, Lions clubs, churches and other local groups including retirees and youth groups.

The goals and statements for our future were drawn from these meetings. We provided demographics indicating how little growth we have had historically in our town. We also provided graphs indicating the decline in the potash industry and the cyclical nature of the oil and gas industry and the probable time frame of other major employers remaining in our area. These include the Waste Isolation Pilot Plant and its subsidiaries, the City, the County, and the educational systems. In addition, agriculture has been a major portion of our economy and with the water situation being critical issues, even that may be severely impacted in the future. WIPP will have a significant presence here for only another 15 years, potash mining will decline in approximately the same time frame and the oil and gas industry, because of its extractive nature, has a limited time frame as a major employer. As these employers leave, or downsize, the City, the County, and the Educational system will be forced to downsize as well.

During this first Visioning process, we had accepted well over 1,000 goals and statements. Our grassroots Community Vision 2000 process included the RCCI volunteers reviewing all the goal statements gathered into six major areas: Education, Health, Services to Citizens, Infrastructure and Image, Economic Development and Community Development. They were then subdivided further for clarity and to enhance the voting process, combined with similar statements, and then shortened into 273 goal statements that were placed on placards for the actual voting.

On September 23, 2000, more than 1,600 attended the voting event. We allowed absentee voting afterwards, which brought the total voters to 2,062 adults, teens and children ten and older, and 167 children under the age of ten. These citizens voted on the goals and the top thirty goals were selected for research and/or implementation by teams of volunteer citizens, with assistance from the RCCI program director and secretary.

We then organized and supported six implementing teams for each sector of the goal statement: Health, Education, Community Development, Economic Development, Infrastructure and Image, and Services to Citizens. The groups had varying success with their designated goals statements in the top twenty recipients of votes. Power struggles and differing agendas of the volunteers caused many teams to fade away after six months to a year. The most successful were the Education and Health teams. As a result, our new mayor Bob Forrest formed fourteen committees, including the still active Education and Health teams, and several of these teams are successful. Therefore, the value of volunteer committees working on issues has become a

valuable tool to some of our elected officials. The mayor and several of the City Commissioners are active with these groups.

Thirty of these goals have been completed and seventy-five or more are in various stages of progress. Various groups in Carlsbad have taken the goals they believed appropriate for their group to implement, and have in fact completed many of them in that manner. These volunteers, many who have never volunteered for anything before this program, have learned how much fun and rewarding it can be to become involved with their communities. Especially now after the 9/11 tragedy, many people realize how isolated they have become and want to help other people less fortunate than themselves.

Project Objectives for Civic Involvement

Several groups have expressed an interest in facilitating another visioning program to determine what goals the citizens of our area now wish to address and offer them as examples of possibilities for other groups and individuals to actually complete. In addition, the Board of Community Vision realizes that we need to offer the visioning process to our neighboring cities and counties. We believe that rural communities need to work together to address common problems and develop opportunities not otherwise available to individual communities.

The new visioning process will again begin with seeking input from community members. We will meet with groups of citizens desiring to promote their own agendas for community development and all goals will receive equal weight, regardless of the individuals or groups promoting the goal or goals. We will accept all goals, and then eliminate duplications and develop a list of goal statements for the voting process. During the voting, all attendees will be allowed ten votes for their favorite goals. We will even allow children to vote on issues directly affecting them, promoting true democracy to our future leaders. After the votes have been counted, we will share the results with the community and our leadership and encourage groups to work on those goals.

After the visioning process is done in Carlsbad, we will use the county and regional goals developed to incorporate with goals set by two additional communities. These two communities will probably include Artesia and either Roswell, Lovington, or Hobbs. Citizens in these communities will make the decision as to whether they would like to participate. NMSU-Carlsbad has an office in Artesia, which will allow work to begin there much sooner than in the other communities. Our goal is to host the visioning process in these two communities by the end of 2004. Their regional goals will then be incorporated into the goals of other communities.

Leaders in each new community will need to be found and educated regarding grassroots participation in community and educational development. We have significant video and written materials provided by RCCI to bring these leaders up to speed. We will also use what we learned in Carlsbad to facilitate the processes in the other communities. Many local leaders will be available as mentors for these communities as well. In addition, they can participate with RCCA for support and promotion of rural community development issues.

Through the RCCI and Rural Community College Alliance (RCCA), which many of the RCCI colleges have joined, we have learned that successful community and educational development requires leadership alliances to be successful. The Southwest culture often results in a "cowboy" mentality of self-reliance. Often the leadership consists of older, less educated individuals who are self-made and not accustomed to the dynamics of teamwork. Others simply believe that the average citizen really doesn't care about activities outside their own families and isn't sophisticated enough to help develop plans for our community. These are hindrances to rural development in many ways.

We anticipate that additional elected and appointed leaders will realize the value of a grassroots democratic process in their communities. They can take these unofficial voting processes and make a case to the State and Federal entities that there is community support or negative reactions regarding issues among their constituents.

Project Objectives for Educational Development

The Education Committee, including the CEO of New Mexico State University, Dr. Melvin Vuk, and a concerned group of citizens dedicated to developing educational opportunities began building an educational consortium for our regional providers of higher education. Community Vision will provide support services for this consortium. The group will receive $1,000,000 through the Department of Energy to develop local educational opportunities; however, the funding is earmarked for capital projects. They will need funding for travel and other expenses, plus program support that the Community Vision staff can provide to the group.

Educational consortiums have been in operation for the past thirty years in other states. In New Mexico and Eastern Texas, the idea is requiring a paradigm shift for the colleges, universities, and community leaders in our area.

Many of these colleges have some form of distance education programs; however, each program has selected their own technology platform depending what was available to them at the time they decided to offer Internet-based education. Some of these platforms have developed and others have languished. As a result, the consortium will need to agree on a standard platform for each member of the consortium so that educational opportunities provided by one member can be shared and sold to other members of the consortium.

For instance, Texas Tech will be receiving a multi-million dollar allotment to build their distance education program. If the consortium can reach agreement, the other members can provide educational opportunities to New Mexico students through the sharing of programs and equipment.

New Mexico State University at Carlsbad will receive one million dollars to develop educational opportunities in Carlsbad. The Education committee will determine how much of this money will be used for distance education and how much will be used for other college opportunities in the area.

Anticipated Outcomes

We are providing a copy of this proposal to the Educational Resources Information Center (ERIC), a U.S. Department of Education, Office of Educational Research and Improvement, National Library of Education program. They have asked for approval to provide copies of the presentation we provided at the RCCA conference in Memphis Tennessee in October 2002. The proposal will be included with the presentation as a further explanation of the process.

The Program Director will manage the next Vision processes and continue building the leadership networks for area and regional community development as an adjunct to the economic development entities already in operation in our area and state. Two additional personnel will be needed as the visioning process is expanded into two communities in the region during the next two years. We also anticipate expanding the Visioning process into all of SE New Mexico within five years, into the balance of rural New Mexico within ten years, and into rural areas in Texas and Arizona within 15 years. RCCA and RCCI have proven that developing rural educational access is critical to economic development in rural areas.

We expect the future visioning programs to help bring grassroots involvement into our neighboring communities, counties, and states. Some of them have seen or heard of the Playground on the Pecos, the Skateboard and Hockey Complex, the planned softball, baseball, and soccer field, the planned Cave and Karst Institute, the planned Water Park, etc. We will use these successes to help promote our program to our neighbors.

We also expect our county and regional elected and appointed officials and groups like the Chambers of Commerce, colleges, branches of universities, etc, to begin working together more effectively as they identify common opportunities for rural development and as the barriers to communications and teamwork are removed or diminished. Many of these groups have never effectively worked together and often are at odds in recruiting businesses to their individual cities and bringing state and federal capital outlay benefits to their communities.

We anticipate having an educational consortium that continues to grow east into additional Texas communities and west into additional Arizona communities. This consortium will allow citizens to earn Bachelor's, Masters, and possibly Doctoral degrees at their local community colleges. Each college will provide at least one program using their local resources.

Sustainability

There are other foundations and large businesses in the area who we believe will help if we can receive some "seed money" to continue our work. We are continuing to develop partnerships with other groups in the area who are working on diverse projects for community development. These groups seem to be spawning other groups, which is why we call our process the Visioning Virus.

In addition, because we are beginning to see other groups of leaders working on community development issues, we believe that we may not need to do a Visioning process locally very often, if at all, after the next process.

As we move into other cities in our region and state, we may find the same process will work there as well. The educational process in civic involvement of learning that other members of the same community also believe changes need to be made and that those members can actually make a difference in their own communities is a valuable tool for community development in rural areas like ours.

Personnel and Resources Available

NMSU-Carlsbad is providing office space and support services for a volunteer part-time director in their off-campus Small Business Development Center. In addition, office space and support services are available to the program in Artesia, NM in the NMSU-Carlsbad office there.

These offices have most of the equipment and supplies needed for continuing the program. The current director, the SBDC director, and members of the previous RCCI team, will provide continuity and support to new personnel hired to continue the process. In addition, we will need many volunteer hours for both the consortium and the visioning processes.

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Joel Webb
Director, Carlsbad Environmental
Monitoring Center

Bess Hobson
Retired Educator

Lessons Learned Since Vision 2000 Day

- The Core Vision team learned about the value of "bottom up" citizen involvement
- Committees and teams learned how to work together with their stakeholder groups in community development and quality of life issues, including what does and doesn't work
- Vision 2000 ideas that could be done were done
- The Vision process is actually a "think tank"

More Lessons Learned

- The Vision process works like a virus—behind the scenes and without taking credit for work done by stakeholder groups because taking credit isn't important—but making positive changes is important
- The Vision process is a good vehicle for helping diverse interests work together because of the "political" neutrality of the Vision focus

More Lessons Learned

- Elected and appointed officials need positive direction from the citizens, not negative reactions
- Officials need to provide citizens with timely information regarding issues in our area
- The actual power in our area is held by the citizens, their relationships with other people, and their shared culture

More Lessons Learned

- Power can be developed by attending public events and supporting other groups
- Power can be enhanced by convincing people with influence to agree with you
- Leverage your relationships with those in power to introduce and support your ideas to decision makers

More Lessons Learned

- Teenagers and young adults need to become involved in the Vision process to develop future leaders
- Groups or people who identify the needs or wants of the community or a group, who use a "bottom up" approach, hold consistent meetings, involve other people, and use their personal relationships, or the personal relationships of their group members, are the people who get things done

More Lessons Learned

- Organized citizens groups are becoming more vocal and effective
- Community Vision needs to do another Vision Day either this year or next year
- Focus on developing testable, doable, and plausible action goals during next Vision process

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Economic Development After Vision 2000 Day

- 1061 Votes: Project Playground received in excess of $250,000 and thousands of volunteer hours to complete Playground on the Pecos. The Rotary Club replaced the Rocket Slide with a safer alternative.
- 656 Votes: A commercial water park is scheduled for completion by Memorial Day 2004 at a cost of $4.8 Million.

More Economic Development

- 570 Votes: $185,000 was approved by the 2002 State Legislature for the Skateboard and Hockey complex, which will be completed before next summer at the same location as the Playground and the Recreation Center.
- 306 Votes: Improvements made at City shooting range and plans for a large softball, baseball and soccer complex have begun.

More Economic Development

- 74 Votes: City received $30,000 for effluent reuse program at the City Golf Course
- 66 Votes: Riverwalk Recreation Center receives $60,000 from the 2002 Legislature for handball court construction
- 36 Votes: The National Cave and Karst Research Institute will receive funding of $1 million from the 2002 State Legislature and has funding secured for the $3,000,000 cost of the project on land previously purchased.

Education Development After Vision 2000 Day

- 514 Votes: NMSU-C & CSW are offering distance education for Bachelor degrees and graduate-level courses
- 273 Votes: Carlsbad Municipal School teachers receive the highest pay in State
- 216 Votes: NMSU-C is offering new vocational and customer service training programs
- 58 Votes: Carlsbad High enhanced vocational education in cooperation with area businesses

More Education Development

- 54 Votes: (increase funding) Carlsbad Municipal Schools received 2002 legislative funding of $275,000 for various projects & Carlsbad renewed the gross-receipts tax for school maintenance and improvements
- 49 Votes: A Jefferson Montessori Charter school began operating in August 2002 and has secured a permanent location.

More Education Development

- 41 Votes: NMSU-C is part of a Higher Education Committee working to provide distance learning in our area, with plans to expand the program to a cooperative effort between educational institutions in the Southeast New Mexico area for additional distance education. NMSU began offering an internet-based Bachelor degree in Human and Community Services in Fall 2002 and will add an Education Bachelor's degree shortly.

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Infrastructure and Image Development after 2002 Vision

- 454 Votes: The State is currently working on the bridges over Dark Canyon; the State will improve Pierce Street in 2005; the State repaired 285 to White's City in 2002; the City updated the street repair plan and received $20,000 in Legislative street funding in 2002.
- 284 Votes: The City has 65 abandoned buildings in various stages of demolition and continues to add additional buildings to their list for repair or demolition.

More Infrastructure & Image

- 225 Votes: Operation Clean-Sweep, MainStreet Cleanup, and Riverblitz are annual programs and a Beautification Committee continues to promote area cleanup efforts.
- 202 Votes: The Pecos River Basin Committee developed a long-range water plan.
- 200 Votes: Federal agencies are eradicating salt cedars to improve water quality and flows
- 120 Votes: Transportation is available from the City of Carlsbad for citizens needing it.

More Infrastructure & Image

- 162 Votes: Planetarium was repaired
- 124 Votes: City received $115,000 for ADA compliance at the Civic Center and replacement of the façade. Other improvements have been completed or are in the process of being planned or completed.
- 105 Votes: The City received $100,000 for improvements at parks and at the Beach for stainless toilets in restrooms.

More Infrastructure & Image

- 58 Votes: The Streetscape Plan was funded for the gateways into Carlsbad and have begun with the South intersection of 62/180 and 285 and the Dark Canyon Bridges.
- 49 Votes: City changed its litter ordinance by increasing the fine from $100 to $300.
- 13 Votes: Artists Gallery opened downtown and has expanded its operations.

Health Development After 2000 Vision Day

- 306 Votes: Team sent letter of support for psychologists to prescribe medicine to their patients and a report was published in Time magazine when we became the first state to approve not requiring psychiatrist approval
- 220 Votes: Removing Gross Receipts taxes from physicians services was not feasible

More Health Development

- 168 Votes: The Hospital now has a helicopter available for critical patient transfer and is building new physicians offices at the Hospital and an Urgent Care center is under consideration for Carlsbad
- 118 Votes: Some lab charges were found to be 50% less expensive in Artesia than in Carlsbad

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More Health Development

- 84 Votes: A new dentist has been recruited, plus two additional dentists have agreed to start next year. A College of the Southwest class developed a provider recruitment plan, the team recruited one doctor and the Hospital recruits providers
- 56 Votes: Healthcare is generally available, except during flu season
- 40 Votes: Customer service training is available from NMSU for healthcare providers

Services to Citizens Development After Vision Day

- 251 Votes: A "boot camp" type program is provided by ChalleNGe Academy in Roswell
- 141 Votes: Homeward Bound attempted to provide homeless people a hand up to survive, but failed for unknown reasons
- 77 Votes: Big Brother / Big Sister program started in 2002
- 44 Votes: City Police are providing Alzheimer's and dementia patients with identity bracelets

More Services to Citizens Development

- 60 Votes: Grant proposal was developed for replacing the Battered Family shelter with a new and larger building for more services
- 32 Votes: Children, Youth, & Families started parenting classes
- 24 Votes: County is remodeling old Sheriffs office for a juvenile detention facility

Community Development after Vision 2000 Day

- 131 Votes: The Greater Carlsbad Comprehensive Plan 2020 for Carlsbad and Eddy County currently in development
- 89 Votes: Team developed and NMSU-C provided customer service training for the local call centers
- 77 Votes: Mainstreet project received $14,500 in 2002 Legislative funding
- 73 Votes: Veterans groups have worked on a joint war memorial for Carlsbad

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COMMUNITY VISION 2000 GOAL STATEMENTS & PROGRESS

PROGRESS (PRO.): C = Completed; P = In Progress; NA = No Action

VOTES	GOAL STATEMENT	PRO.	VOTES	GOAL STATEMENT	PRO.
1061	Improve playgrounds	C	195	Provide consistent enforcement and prosecution of all laws	NA
656	Build a water park	P	192	Support open-air cafes & restaurants	P
570	Build a skateboard park	C	188	Support regional airport concept	P
514	Offer affordable four-year degree programs	P	173	Upgrade beach area	C
454	Develop, implement & fund a street repair plan	C	172	Offer additional Master Degree programs	C
396	Bring in manufacturing/industrial firms	P	168	Enhance & expand medical facilities	C
306	Construct/improve sports facilities	P	168	Obtain air service to El Paso	P
306	Retain good doctors through community support	P	167	Construct four-lane road to El Paso	P
303	Reactivate the amusement park rides at beach	NA	166	Attract under-21 clubs	NA
284	Restore or remove unoccupied buildings	C	162	Fix planetarium	C
274	Need 2,000 new jobs by 2010	P	161	Build outside public swimming pool at beach area	NA
273	Increase pay for teachers	C	160	Improved/updated drainage system	NA
251	Build boot camp for juveniles	P	159	Establish all-day kindergarten	C
242	Create left turning lanes on Canal Street	P	147	Build wilderness bike and hiking trails	P
239	Attract arts & crafts store	NA	143	Increase fine arts & physical education program	NA
236	Support a river restaurant	P	141	Rehabilitate abandoned buildings for shelters	P
225	Advertise & use incentives for regular city & county-wide cleanup	P	138	Design programs to develop & support ethics/moral values	NA
220	Remove gross receipts tax from medical services	NA	131	Develop, maintain & communicate Master Plan	P
216	Develop model Technical Vocational program	P	129	Provide job opportunities to teens	NA
212	Build an upscale miniature golf course	NA	127	Enhance public transportation system	C
210	Attract a bigger shopping center	NA	127	Provide additional recreational facilities and activities for youth	C
202	Build a youth amusement park	NA	124	Float bond issue for Civic Center for repairs, upgrade, & beautification	C
202	Make it a priority to defend our water rights	C	122	Recruit & retain more General Practitioners	P
200	Eradicate salt cedars	C	120	Provide affordable transportation for elderly & disabled	C

VOTES	GOAL STATEMENT	PRO.
118	Encourage **competitive medical pricing**	NA
116	Promote a **dance hall** at old Wal-Mart	NA
116	Establish, support, & promote affordable **day care facilities** for elderly	NA
115	Support a **big pizza place to take kids**	NA
113	Attract **women's stores**	NA
106	Implement **incentive packages** for new businesses	NA
105	Build an **aquarium**	NA
105	More & improved **city parks and paths**	P
103	Attract an **IMAX-type theater**	NA
101	Build **tourist information centers**	C
99	Hire full time **grant writer**	NA
99	**Plant trees** through Tree City USA program	NA
98	Attract **restaurants with entertainment**	NA
96	Promote **paintball camp**	NA
92	Obtain **broad-band telecommunications**	P
89	Train businesses in **customer service**	C
89	Become a **college town**	P
87	Enforce **animal ordinance**	NA
86	Adopt **water conservation** programs	P
85	Increase affordable **early childhood education program**	NA
85	Expand **DARE** programs in junior & senior high school	NA
84	Protect **wild areas**	NA
83	Establish **specialized medical services**	P
83	Create a hands-on **science museum** with ties to learning areas	NA
83	Expand **Meals on Wheels**	NA

VOTES	GOAL STATEMENT	PRO.
82	Attract and support **start-up businesses**	P
82	Encourage grater **parental involvement**	P
82	Develop funding to clean up **neighborhoods**	P
81	Promote a **roller rink**	NA
80	Approve & attract a **gambling riverboat**	NA
80	Beautify **city gateways**	P
79	Investigate cause & act to **decrease drop out rate**	NA
77	Enhance **communications to the public**	P
77	Support **Main Street program**	P
77	Engineer safer access to **hospital entrance**	NA
77	Develop & fund **Big Brother/Big Sister** mentoring program	P
75	Increase **school funding**	P
75	Preserve CID **building**	P
74	Teach and research **water conservation**	NA
73	**Memorial** to Eddy County was veterans	NA
70	Encourage **"assignment"** by health care industry	NA
69	Establish **geriatric** specialty center	NA
66	Attract **over-21 clubs**	NA
66	Develop **year-round recreational activities**	P
66	Provide **day care** for students and staff	NA
66	Reduce **school violence**	NA
65	Strengthen **"Snowbird"** program	NA
65	Create a mecca for a desert **Regional Cancer Care Ctr**	NA
65	Develop & promote **arts and cultural center**	C
64	Modernize **light signals**	NA

VOTES	GOAL STATEMENT	PRO.	VOTES	GOAL STATEMENT	PRO.
64	Promote community involvement in **recycling** goods	NA	48	Enhance **historical preservation**	P
64	Establish **support program for single parents**	NA	47	Establish **24-hour acute care**	NA
62	Become a regional center for **Distance learning**	P	47	Modernize & upgrade **telecommunications**	P
62	Require **underground utilities** on all new construction	NA	46	Support & educate community regarding **Head Start**	P
61	Revive the **music festival**	NA	46	Encourage **alternative energy options**	P
61	Enact stronger **trash ordinance**	P	45	Attract a **bass pro shop**	NA
61	Increase **retiree facilities**	NA	45	More affordable & flexible **day care facilities** for youth	NA
60	Develop **oil, gas and refinery**	P	45	Establish drug & alcohol **rehabilitation center**	NA
60	Provide **long-term care in battered women's shelter**	P	44	**Park for children ages 1-5**	C
59	Remove **non-moving vehicles**	P	44	Utilize maximum capability of the **beach**	P
58	Attract **more radio and TV stations**	NA	44	Initiate an active **Crimestoppers** program	NA
58	Build a **racquetball court**	C	44	Provide counseling & support for **disabled persons** & families	NA
58	Construct and maintain **curbs and gutters** throughout the city	P	43	Increase **sex education**	NA
57	**Low interest loans**	P	42	Develop a program to **fix homes** & landscaping	NA
57	Develop unused areas of **BNSF Railroad**	NA	42	Establish **mentor program**	NA
56	Youth **Community Vision**	NA	41	Process to **welcome newcomers**	NA
56	Encourage **timely health care** (no long waiting times)	NA	41	Promote **multi-cultural events**	NA
56	Expand & modernize **downtown area**	P	41	Reduce **community violence**	NA
55	Eliminate **$10 temporary business license**	P	41	Establish a **music ministry**	NA
55	Start a **magnet school**	C	40	Attract a **jet ski rental** program	NA
50	Expand the **Neighborhood Watch Program**	P	40	Increase RV and other **tourist** accommodations	NA
50	Emphasize **child support enforcement**	NA	40	Assess policies for **RV"s** to camp overnight	NA
49	Build bigger & better **library**	NA	40	Provide **low tax base**	NA
48	Attract a **motorcycle shop**	NA	40	Offer courses which meet local & regional **employer needs**	P
48	Construct emergency access over/under **railroad tracks**	NA	40	Train & encourage personnel to treat patients w/ **respect**	P
48	**High speed trains** to metropolitan areas	NA	39	Build vehicle **bridge over river** at beach area	NA

VOTES	GOAL STATEMENT	PRO.	VOTES	GOAL STATEMENT	PRO.
39	Develop a system of evaluation, projects, & follow-up for **juvenile delinquents**	NA	30	Provide **cross walks**, crossing guards & traffic lights around schools & Headstart	C
38	Create a community development **consortium**	NA	30	Require **drug screening for volunteers** of youth recreational activities	NA
37	Develop **downtown covered mall**	NA	29	Encourage **local programming on satellite service**	NA
37	Start a **hunt club**	NA	29	**Beautify airport park**	NA
37	Expand **AWARE** program to include males	NA	29	Encourage **tougher laws regulating hazardous industry** & safety protections	NA
36	Fund a karst and **desert environment research center**	P	29	Improve **communication** school board/adm/community	P
36	Establish **group home for at-risk kids** in early stages of problems	NA	29	Build a **coliseum** and/or an **amphitheater**	P
36	Encourage businesses to **donate** excess goods & equipment for non-profit **community services**	P	28	Involve media in **public communication**	P
35	Promote **desert survival & rock climbing clubs**	NA	28	Promote **ecotourism** (caves, mountains, etc.)	P
34	Host major **trade shows**	P	28	Increase number of **firefighters**	NA
34	Establish **medical training** with a four year university	NA	28	Support **extended operating hours** for local businesses	NA
34	Increase **community support for teacher/volunteers**	NA	27	Offer **health & wellness facilities** in workplace	NA
34	Provide local **legal help**	NA	27	Enforce all **traffic violations**	NA
34	Provide **mental health program** at correctional facilities	P	27	Establish **school letter for academic achievement**	NA
33	Support **existing businesses**	P	26	Inform community of **improvement plans**	P
33	Develop group **counseling for peer pressure**	NA	26	**Develop city property** south of town	NA
33	Increase health care for **indigent & homeless**	NA	25	Offer in-school training & **internships**	NA
33	Create **xeroscaping demonstration garden**	NA	25	Develop **aquatic camp & sailing program**	NA
32	**Street light** for Highway 285 & University Drive	NA	25	Monitor **water pressure** issues	P
32	Reduce **home violence**	NA	24	Promote **healthy lifestyle** practices for community	NA
31	Develop grades **K-16 approach in education**	P	24	Schedule replacement of existing **above ground utilities**	NA
31	Expand & market **GED & ABE** programs	C	24	Develop a **first class youth detention center**	P
31	Convert Harroun Farm to self-sustaining **minimum security correctional facility**	NA	23	Coalition of elected officials for **regional influence**	NA
31	Establish **women's job corp. & resource center**	NA	23	Civic Org. **Teamwork**	NA
30	**Communicate public needs to public officials**	C	23	Plan and hold **social activities downtown**	P
30	Offer **business training** programs	P	23	Start **stage coach ride** to the **Carlsbad Caverns**	NA
30	Community-level **planning and zoning** for South Eddy County	P	23	Strive for a **cooperative regional economic plan**	P

VOTES	GOAL STATEMENT	PRO.	VOTES	GOAL STATEMENT	PRO.
23	Promote **tours/buses** to the area	NA	16	Create **venture capital fund**	
23	Develop & offer training courses in **customer service**	NA	16	Develop and implement **Community Policing** programs	NA
23	Encourage **user-friendly billing** process	NA	16	Expand Alcoholics Anonymous/Narcotics Anonymous programs **AA/NA**	NA
23	Become a national center for **Elderhostel**	NA	15	Assure fair distribution of **tax funds**	NA
23	Expand **voter registration**	C	15	Improve communication & ties between **schools/early childhood** programs	P
22	Develop **gypsum** exploration	NA	15	Unite **Social Organizations**	NA
22	Create **higher education alliances**	P	15	Provide **Host Program** in grades K-12	NA
22	Provide **"life experiences"** credit to teachers	NA	15	Increase affordable **leadership training**	NA
22	Establish an **art gallery** for artist from all over	C	15	Improve roads to primitive areas at **Brantley Lake**	NA
21	Attract **travel clubs**	P	15	Conduct **assessment** of current strengths/weaknesses	NA
21	Encourage businesses' **donations** of computers	P	14	Provide **"track" education** to match skills in high school	P
21	Initiate **sensitive training** for police force	NA	14	Promote **"Big Dream"** mentality	NA
20	Attract an **affordable spa**	NA	14	Form **academic booster club**	NA
20	Build a **medieval attraction**	NA	14	Establish **exchange programs** for teachers/students	NA
20	Create a small scale **cafeteria** for students and staff	P	14	Booths at entrance to **welcome NMSU-C students**	NA
20	Create a community **flower club** for public areas	NA	14	Inform community of **recreational opportunities**	NA
19	**Neighborhood celebrations**	NA	14	Adopt a **median program**	NA
19	Encourage **universal medical connectivity**	P	14	Create a **one-stop social service facility**	NA
19	Prohibit **plastic sacks from businesses**	P	13	**No parking** on Canal Street	NA
19	Create county-wide **transit company**	P	13	Create an **export based economy**	NA
18	Establish a **bonus system** for teachers and aides	NA	13	Increase & market **grant writing** courses	P
18	Increase **volunteer involvement** in health care services	P	13	Provide **student mediation** in grades 7-12	NA
18	Start an **opera dinner theater**	NA	13	Establish a community **hot line**	NA
18	Construct **concrete piers for fishing**	NA	12	Establish a **Rent-A-Husband**	NA
17	Enhance teach **interpersonal skills** dealing w/ children	NA	12	Ban **flyers** on cars	NA
16	Increase **border trade** activity	NA	12	Expand **community life skill classes**	NA
16	Encourage **businesses closer into town**	P	11	Make Canal Street & Canyon Street **one way streets**	NA
16	Build a **skyscraper** downtown	NA	11	Help businesses develop and implement **family leave** policies	NA
16	Provide **enhanced directional signage**	NA	11	Attract **credit card calling center**	NA

VOTES	GOAL STATEMENT	PRO.		
10	Encourage **social services** in **planning issues**	NA		
10	Develop spin off business from **NOVA bus**	NA		
9	Increase participation of **migrant families** in GED programs	C		
8	Promote **store-front awnings**	NA		
8	Attract a **bigger truck stop**	NA		
7	Build a **misting system** downtown	NA		
7	Attract a **bigger truck stop**	NA		
6	Create a **community slogan**	NA		
6	Build a **major condominium complex**	NA		
5	Recognize customized **community service**	NA		
5	Establish general purpose **testing center**	NA		
5	**Awards for sign ordinance** adherence	NA		
	Total Votes Cast		**21,293**	**2,062 Adults, plus 167 Children**

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